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# ***A Study of Access to Nutritious and Affordable Food***

**April, 1998**

## **Appendices**

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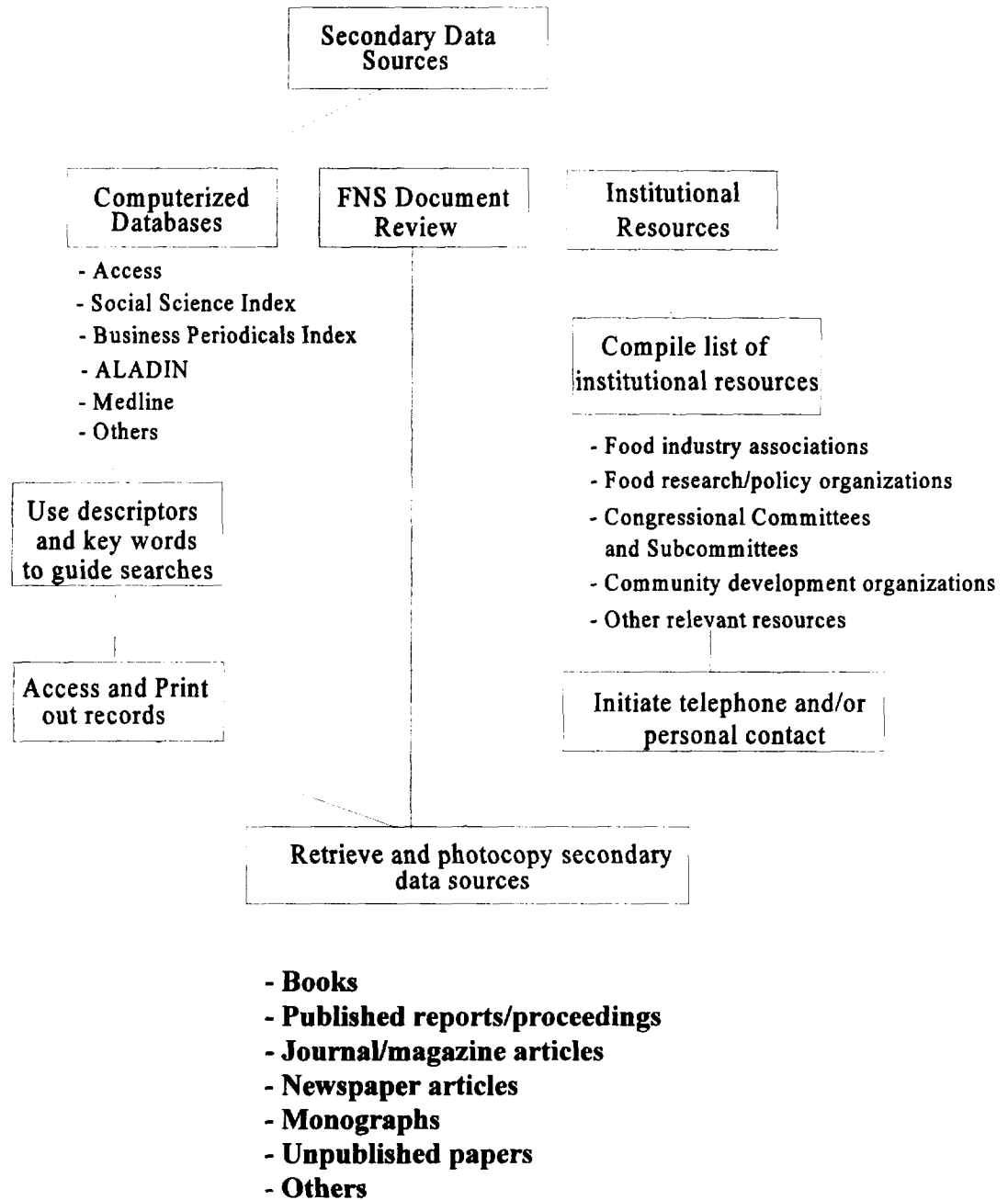
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**Appendix A**  
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## **Appendix C**

### **Direct and Indirect Duties/Responsibilities and Experiences of Respondents**

Nonprofit agency executives—directors, managers, coordinators, chief executive officers, and other administrators in grass roots organizations, community development corporations, nonprofit agencies, and farmers' markets—formed the largest subgroup of respondents (43%). These individuals reported a vast array of duties and experiences. Their direct responsibilities included involvement in supermarket and farmers' market development, the administration of public markets and food assistance programs (i.e., food stamps), and fresh food sales. Their indirect duties and experience included work in the areas of food access program policy and design, supermarket real estate development, food access advocacy and training, and grant writing and other funding assistance for food access improvement efforts.

Federal government administrators represented 12% of the sample. These administrators worked in such agencies as the USDA, the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Health and Human Services (HHS), and the U.S. House of Representatives. Typically, their food access duties and experiences were indirect in nature, limited primarily to the oversight of grant programs aimed at improving food access in underserved communities.

Academicians comprised 11% of the sample. Faculty from institutions such as Rutgers University in New Jersey, Tuskegee University in Alabama, the University of Connecticut, and the University of California–Los Angeles were represented. Their direct duties and experiences in the area of food access included food policy research, administration of projects such as community gardens, and development of transportation programs. Their indirect duties and experiences included teaching about food access issues, performing community outreach and service related to these issues, and engaging in food access improvement collaborations with nonprofit organizations and local governments. Other university faculty duties and experiences of an indirect nature included involvement in research projects focusing on the assessment of farmers' markets, a major study of food access in underserved communities, and an examination of food access disparities in low- and high-income areas.

Supermarket chain executives (district managers, company presidents, and vice-presidents) from major food retailers such as Krasdale Foods, Covington Foods, the Hartford Food System, Pathmark Stores, Finast Supermarkets, and Winn–Dixie represented another 11% of the respondents. All of the duties and experiences they noted were directly related to food access including operating supermarkets in underserved areas, controlling store expenses, and managing employee relations. In addition, some of these executives indicated involvement in developing community farms and gardens, managing food buying clubs, handling customer service, and food merchandising.

Local government administrators who worked in municipal departments such as human services, planning and development, and mayors' offices reflected 9% of the respondents. Their

indirect food access duties and responsibilities were linked to the administration of federal programs such as empowerment zones and economic community programs. Their direct duties and experiences included involvement in grocery store development.

Seven percent (7%) of the respondents were food or related industry association executives, including representatives from the National Cooperative Business Association, the Food Marketing Institute, the American Public Transportation Association, the Minnesota Food Association, and the Community Transportation Association. These respondents shared insights on their food access duties and experiences which included activities of an indirect nature such as food access improvement-related program development, educational program administration, resource development, public relations, technical assistance, and transportation enhancement. Among their direct duties and experiences in the area of food access improvement were efforts to establish food cooperatives, build sustainable food systems, and provide elderly community residents with transportation to food sources.

Seven percent (7%) of the respondents were private consultants with duties and experiences in the food access field. Most of these were indirect in nature and focused on research initiatives such as an examination of retail management and a study of supermarkets in low-income communities.



**Appendix C**  
**Direct and Indirect Duties/Responsibilities and Experiences of Respondents**

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
ACADEMIC						
Department of Nutrition & Food Services Management	Professor	14		<ul style="list-style-type: none"><li>• Teaching</li><li>• Research</li></ul>		<ul style="list-style-type: none"><li>• Food security &amp; food systems</li></ul>
Western Michigan University	Professor	30		<ul style="list-style-type: none"><li>• Teaching</li><li>• Research</li><li>• Community service</li></ul>		<ul style="list-style-type: none"><li>• Worked with non-profits including food issues</li><li>• Addressed anti-hunger in urban areas</li></ul>
Rutgers University	Associate Professor	13		<ul style="list-style-type: none"><li>• Worked on projects related to food security</li><li>• Teacher</li><li>• Researcher</li></ul>	<ul style="list-style-type: none"><li>• Administers programs related to food access such as student organic farms and community gardens</li></ul>	
University of California at Los Angeles	Director, Community Food Security Project	4		<ul style="list-style-type: none"><li>• Teaching</li><li>• Community outreach</li></ul>		<ul style="list-style-type: none"><li>• Completed major study on food access</li></ul>

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
ACADEMIC (con't)						
University of Connecticut	Professor/ Agricultural Economics	15				<ul style="list-style-type: none"><li>• Conducted a study on disparity of stores in low/high income areas</li></ul>
Tuskegee University	Associate Professor & Coordinator of Agricultural Economics	10		<ul style="list-style-type: none"><li>• Coordination</li><li>• Teaching</li></ul>	<ul style="list-style-type: none"><li>• Developed coupon and transportation programs</li></ul>	<ul style="list-style-type: none"><li>• Program development and assessment of farmers' market</li><li>• Initiated networking between local govt. and community organizations</li></ul>
ASSOCIATION EXECUTIVE						
National Cooperative Business Association	Director of Communication	9		<ul style="list-style-type: none"><li>• Writing</li><li>• Editing</li><li>• Video production</li><li>• Responding to the press</li></ul>	<ul style="list-style-type: none"><li>• Provides a package on food coops</li></ul>	<ul style="list-style-type: none"><li>• Produce video</li><li>• Provide TA</li></ul>

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
ASSOCIATION EXECUTIVE (con't)						
American Public Transit Association	Executive Director	12		<ul style="list-style-type: none"><li>• Program director for seminars and workshops</li><li>• Work with alcohol and drug relations and compliance</li></ul>		<ul style="list-style-type: none"><li>• Promote public transportation as a factor in supermarket development</li></ul>
Minnesota Food Association	Executive Director	13	<ul style="list-style-type: none"><li>• Overall management</li><li>• Program development</li></ul>		<ul style="list-style-type: none"><li>• Focused on building a sustainable food system</li></ul>	<ul style="list-style-type: none"><li>• Advocacy for jobs/wages</li></ul>
Community Transportation Association	Associate Director	9		<ul style="list-style-type: none"><li>• Oversee federal programs</li></ul>	<ul style="list-style-type: none"><li>• Directed rural transportation programs that provide rides to senior nutrition program and to stores</li></ul>	

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
FEDERAL ADMINISTRATION						
USDA	Community Rural	1		<ul style="list-style-type: none"><li>• Economist</li><li>• TA and general information to EZs/ECs</li></ul>		<ul style="list-style-type: none"><li>• On task force of farmers' market</li><li>• Interacts with food gleaning association</li><li>• Links farmers' market to USDA task force</li></ul>
USDA	Agricultural Economist	16		<ul style="list-style-type: none"><li>• Conduct research on food safety and staff</li></ul>		<ul style="list-style-type: none"><li>• Examines changes in the number of supermarkets</li><li>• Provide information for congressional hearings on inner-city food retailing</li></ul>
U.S. House of Representatives	Deputy Democratic Council	7		<ul style="list-style-type: none"><li>• Legal and policy issues related to nutrition and food stamp program</li></ul>		
HUD	Deputy Director	37		<ul style="list-style-type: none"><li>• Administers several national programs</li></ul>		<ul style="list-style-type: none"><li>• Provides advice and TA</li></ul>

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
FEDERAL ADMINISTRATION (con't)						
Office of Community Service - HHS	Director, Division of Discretionary Programs	7		<ul style="list-style-type: none"><li>Administers discretionary grants program</li></ul>		<ul style="list-style-type: none"><li>Funds construction projects including grocery stores</li></ul>
HUD	Senior Advisor of Grant Programs	25		<ul style="list-style-type: none"><li>Administers grant programs</li></ul>		<ul style="list-style-type: none"><li>Provides entitlement funds to over 900 cities</li></ul>
USDA	Director	4				
LOCAL ADMINISTRATIVE; GOVERNMENT						
Department of Human Services	Executive Director	2 ½		<ul style="list-style-type: none"><li>Responsible for overall operations</li><li>Monitors funding and fiscal operations</li></ul>	<ul style="list-style-type: none"><li>Distribute emergency food boxes</li></ul>	
Department of Planning & Development	Project Coordinator	3		<ul style="list-style-type: none"><li>Administers Federal EZ project in Chicago</li></ul>		
Denver City/County Government	Senior City Planner	7		<ul style="list-style-type: none"><li>EC Coordinator</li></ul>		

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
LOCAL ADMINISTRATIVE; GOVERNMENT (con't)						
EC Coordinator	Director of EC	1		<ul style="list-style-type: none"><li>• Coordinates activities around strategic plan</li><li>• Researches opportunities</li></ul>	<ul style="list-style-type: none"><li>• Trying to bring a grocery store to area</li><li>• Issuing of a historic preservation vs. grocery store</li></ul>	<ul style="list-style-type: none"><li>• Cultural ethnic grocery center as an option</li></ul>
Atlanta City Government	Assistant to the Mayor	3		<ul style="list-style-type: none"><li>• Works with businesses</li><li>• Liaison to EZ</li></ul>	<ul style="list-style-type: none"><li>• Works with EZ to expand access to food via farmers' markets, community gardens, food coops and food buying clubs</li></ul>	
MANAGEMENT/CONSULTANT (con't)						
Econometrics, Inc.	President	21		<ul style="list-style-type: none"><li>• Runs the company</li><li>• Conducts research</li></ul>	<ul style="list-style-type: none"><li>• Works with access social services</li></ul>	

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
MANAGEMENT/CONSULTANT (con't)						
Macro International	Technical Director	5		<ul style="list-style-type: none"><li>• Manages various client areas and proposals</li><li>• Supervises research/evaluation studies</li></ul>		<ul style="list-style-type: none"><li>• Study, examines retailer management</li><li>• Addresses food access and availability</li></ul>
Thompson Associates	President	1				
O'Connor - Abell	Partner	12				<ul style="list-style-type: none"><li>• Published a study on successfully locating supermarkets in low-income communities</li></ul>

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE <i>(con't)</i>						
Dinch Cooperatives	CEO	15	<ul style="list-style-type: none"><li>Runs the company and all operations</li></ul>		<ul style="list-style-type: none"><li>Works with communities to set up cooperatively bound stores</li><li>Building shopping centers because residents want access to supermarkets</li></ul>	
Arkansas Enterprise Group	Loan Officer	1				
The Retailer Initiative	Vice President	2	<ul style="list-style-type: none"><li>Analyzes negotiates and facilitates supermarket development</li></ul>			<ul style="list-style-type: none"><li>Investing capital in supermarket facilities (doesn't get involved in food issues, just the financial aspect)</li></ul>
Arkansas Enterprise Group	Loan Representative	1.5		<ul style="list-style-type: none"><li>Handles agriculture loans</li></ul>		



Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE (con't)						
St. Louis Development Corporation	EC Administrator	1		<ul style="list-style-type: none"><li>• Administration of overall program of the enterprise</li></ul>	<ul style="list-style-type: none"><li>• Involved with food pantry services</li></ul>	
Sustainable Food Center	Executive Director	3.5		<ul style="list-style-type: none"><li>• Program policy and design</li></ul>	<ul style="list-style-type: none"><li>• Directed a food assistance program</li></ul>	<ul style="list-style-type: none"><li>• Policy work</li><li>• Conducts projects</li><li>• Designed publications to educate other communities</li></ul>
Share Our Strength	Program Officer	3		<ul style="list-style-type: none"><li>• Reads grant proposals for food access and food programs</li></ul>		<ul style="list-style-type: none"><li>• Working with organizations (i.e., Public Voice)</li><li>• Helps them to get farmers' markets</li><li>• Provides financial assistance</li></ul>
Food Resource & Action Center	Director of Child Nutrition Program Policy	18		<ul style="list-style-type: none"><li>• Coordinates/ supervises work on projects</li></ul>		<ul style="list-style-type: none"><li>• Training and conferences to end hunger among U.S. children</li></ul>
Greater Christ Baptist Church	Minister	15		<ul style="list-style-type: none"><li>• Heads the church</li></ul>		

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE (con't)						
Inner City Food Access Program	Director	1	<ul style="list-style-type: none"><li>• Supermarket development</li><li>• Farmers' market development</li></ul>	<ul style="list-style-type: none"><li>• Nutrition &amp; food market advocacy</li></ul>	<ul style="list-style-type: none"><li>• Administered food programs</li><li>• Supermarket development</li><li>• Food assistance programs</li><li>• Commodity programs</li></ul>	
New Community Corporation	Assistant Director of Development	9		<ul style="list-style-type: none"><li>• Real-estate development</li></ul>	First group in Newark to bring back supermarkets	
Abyssinian Church Development Corporation	Director of Real-Estate Development	2		<ul style="list-style-type: none"><li>• Monitors real-estate</li><li>• Deals with legal and policy issues related to nutrition and food stamp program</li></ul>		

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE (con't)						
Greenmarket	Project Coordinator	15	<ul style="list-style-type: none"><li>Organizes educational materials</li><li>Consumer Education</li></ul>	<ul style="list-style-type: none"><li>Public Relations</li></ul>	<ul style="list-style-type: none"><li>Establishes/ maintains market</li><li>Works with kids to have access to fresh food</li><li>Promotes use of coupons</li></ul>	
Tacolcy Economic Development Corporation	Chief Operating Officer	2		<ul style="list-style-type: none"><li>Writes grant Proposals</li><li>Assists in moving development projects along</li><li>Public speaking</li></ul>		<ul style="list-style-type: none"><li>Experience limited to Tacolcy</li></ul>
Reading Terminal Farmers' Market	Nutrition Educator	3		<ul style="list-style-type: none"><li>Provided educational programs on access to fruit and vegetables</li><li>Helped to set up a community market</li></ul>	<ul style="list-style-type: none"><li>Sells fresh food to community</li><li>Outreach with community organizations</li><li>Helps community groups start a market</li></ul>	

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE (con't)						
Food Marketing Institute	Manager of Community Relations	6		<ul style="list-style-type: none"><li>• Manages information resources programs</li><li>• Works with store development issues</li></ul>		<ul style="list-style-type: none"><li>• Address issues faced by food retailers</li><li>• Works with organizations to increase awareness of funding for supermarkets</li><li>• Liaison between organizations, supermarket and government</li><li>• Bringing in a major supermarket</li></ul>
Marshall Heights Development Corporation	CEO	16		<ul style="list-style-type: none"><li>• Resource development</li><li>• Oversees the corporation</li><li>• Supervises top management staff</li></ul>		<ul style="list-style-type: none"><li>• Made site available</li><li>• Recruited/screened potential employees</li></ul>

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE (con't)						
Farmers' Market	Market Manager	4	<ul style="list-style-type: none"><li>Administration of markets</li></ul>	<ul style="list-style-type: none"><li>Promotion</li><li>Rental</li></ul>		<ul style="list-style-type: none"><li>Works with a historical market that lost its food supply</li><li>Assist with transportation</li></ul>
Pike Place Market	Executive Director	6.5	<ul style="list-style-type: none"><li>Oversees operations of public market</li></ul>		<ul style="list-style-type: none"><li>Farmers' markets throughout urban and rural areas</li><li>Farmers' market inside Senior citizen complex</li></ul>	<ul style="list-style-type: none"><li>Social service programs which recycle fresh foods from farmers</li></ul>
Grove Arcade Public Market Foundation	Executive Director	5	<ul style="list-style-type: none"><li>Head of non-profit organization</li><li>Establishing public markets</li></ul>	<ul style="list-style-type: none"><li>National consultant</li></ul>	<ul style="list-style-type: none"><li>Public market geared toward local population</li></ul>	<ul style="list-style-type: none"><li>Creates jobs for community residents</li></ul>

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
NON-PROFIT EXECUTIVE (con't)						
Anacostia Economic Development Corporation	Financial Analyst			<ul style="list-style-type: none"><li>Assists the president</li><li>Handles financial matters</li></ul>	<ul style="list-style-type: none"><li>Worked with Safeway and D.C. government to make the Good Hope Market a reality</li></ul>	
Northeast Louisiana Delta Enterprise Community	Executive Director	.5		<ul style="list-style-type: none"><li>Supervises staff</li><li>Grant writing; implementing strategic plan</li><li>Program development</li></ul>	<ul style="list-style-type: none"><li>Planning a farmers' market which distributes packaged goods</li></ul>	<ul style="list-style-type: none"><li>Prepared proposals related to community garden and farmers' market to USDA</li></ul>
Rebuild LA	Chief Financing Officer	3		<ul style="list-style-type: none"><li>Launch training programs</li><li>Working with an industry involved in textile industry</li></ul>		
SUPERMARKET CHAIN EXECUTIVE						
Krasdale Food, Inc.	General Counsel	16		<ul style="list-style-type: none"><li>Legal, public affairs</li><li>Government relations</li></ul>		<ul style="list-style-type: none"><li>Very substantial</li></ul>
SUPERMARKET CHAIN EXECUTIVE (con't)						

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
Covington Food	President	38	<ul style="list-style-type: none"> <li>Responsible for sales, profits and expense control</li> </ul>		<ul style="list-style-type: none"> <li>Operates supermarkets in small underserved communities</li> <li>Works with communities to set-up cooperatively bound stores</li> <li>Building shopping centers because residents want access to supermarkets</li> </ul>	
Winn Dixie Stores	District Manager	24	<ul style="list-style-type: none"> <li>Hiring, termination, and merchandising</li> </ul>		<ul style="list-style-type: none"> <li>Takes care of customers</li> <li>To have merchandise at the right place</li> </ul>	

Type of Respondents	Position	Mean Yrs	Duties/Responsibilities		Experience	
			Direct	Indirect	Direct	Indirect
SUPERMARKET CHAIN EXECUTIVE (con't)						
Hartford Food Systems	Executive Director	17		<ul style="list-style-type: none"><li>Oversees operations</li></ul>	<ul style="list-style-type: none"><li>Developed, managed community and commercial farms, food coops, food buying clubs, and community gardens</li></ul>	<ul style="list-style-type: none"><li>Association for small grocers</li><li>Policy initiatives</li></ul>
Finast Supermarket	Executive Vice President	6		<ul style="list-style-type: none"><li>Administers labor relations, employee training, payroll, etc.</li></ul>		<ul style="list-style-type: none"><li>As a supermarket executive, faced problems of land acquisition and high insurance costs when operating supermarkets</li></ul>
Pathmark Stores	Vice President, Public Affairs	29			<ul style="list-style-type: none"><li>Operates a chain of supermarkets in the inner cities</li></ul>	



## **Appendix D**

### **NOTES ON STUDY METHODOLOGY**

In the qualitative tradition, data collectors played a subjective role in observing, collecting, analyzing, and interpreting the data. These individuals were skilled in these techniques, knowledgeable of the subject matter, and in tune with the contextual dynamics of the data. The data process proceeded primarily through their perceptions—the most critical “research instrument.” The following criteria were used for selection of the data collectors:

- familiarity with issues related to food access and programmatic interventions;
- strong conceptual and investigative skills;
- familiarity with the multidisciplinary approach; and
- ability to engage others in effective, insightful communication exchange.

The training of data collectors was achieved during four to six hour-long sessions in which the goals and objectives of the study were outlined and discussed; the general philosophy and aims of the data collection plan were reviewed; views and perspectives on the data collectors’ roles were spelled out; definitions of terms were shared; critical elements of the literature and document review were outlined; questions, interview schedules, forms, and guides were discussed; and methods of notetaking, observation, recording, and data synthesis were reviewed.

Upon collection, the various categories of data were standardized to the greatest degree possible. The objective was to have all of the data coders categorize their data in the same way; therefore, the individuals responsible for synthesizing and categorizing the data into themes and patterns were trained to achieve a high rate of agreement (e.g., 70% and above). With regard to observations, observers were required to keep four separate sets of notes: short notes written at the time of observation, expanded notes written directly after each field session, a fieldwork journal to record problems and ideas that may arise, and a provisional running record of analysis and interpretation. This approach helped systemize the collecting of field notes, thereby improving their reliability.

As for validity, the general approach was to triangulate the data (e.g., interviews, document review, and observations). When respondents were less than clear during the course of an interview, they were encouraged to validate their responses; that is, they were asked to rephrase their answer or to state concurrently or respectively how that answer was derived.

## Appendix E

### EXHIBIT 1

#### Absence of Supermarkets In the Inner Cities: Selected Examples

##### **Example A**

##### **Description**

##### ■ Los Angeles, California

✓

From 1970 to 1992, Los Angeles lost 374 or 35 percent of its 1,068 supermarkets.

✓

In inner city Los Angeles, the number of supermarkets declined from 44 stores in 1975 to 31 in 1991.

✓

No major food retailers were operating in the Watts section of Los Angeles in 1988.

✓

From 1963 to 1996 Vons Stores experienced a 25 percent decline in the stores it operates in Greater South Central Los Angeles. However, in San Fernando Valley, the company experienced a 64 percent increase in the number of stores.

✓

In 1990, Greater South Central's population of 819,000 was served by an average of one Vons store for every 273,000 people. The San Fernando Valley's population of 1,335,000, in contrast, was served by one Vons for every 75,000 residents.

✓

In 1963, Vons and Safeway combined had 17 stores in Greater South Central Los Angeles. By 1975, that number had dropped to eight. Collectively, between 1963 and 1991, Vons and Safeway lost 82 percent of their stores in South Central compared to only a 25 percent loss in the San Fernando Valley.

✓

The current ratio of supermarkets in inner city Los Angeles is one for every 27,206 persons compared to a county average of one supermarket for every 16,505 individuals.

##### **Example B**

##### **Description**

##### ■ Charlotte, North Carolina

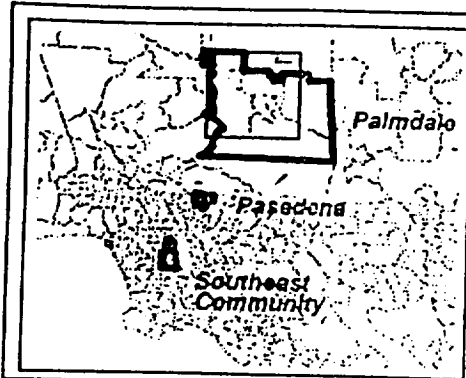
✓

Prior to the opening of a Food Lion Supermarket in 1995,

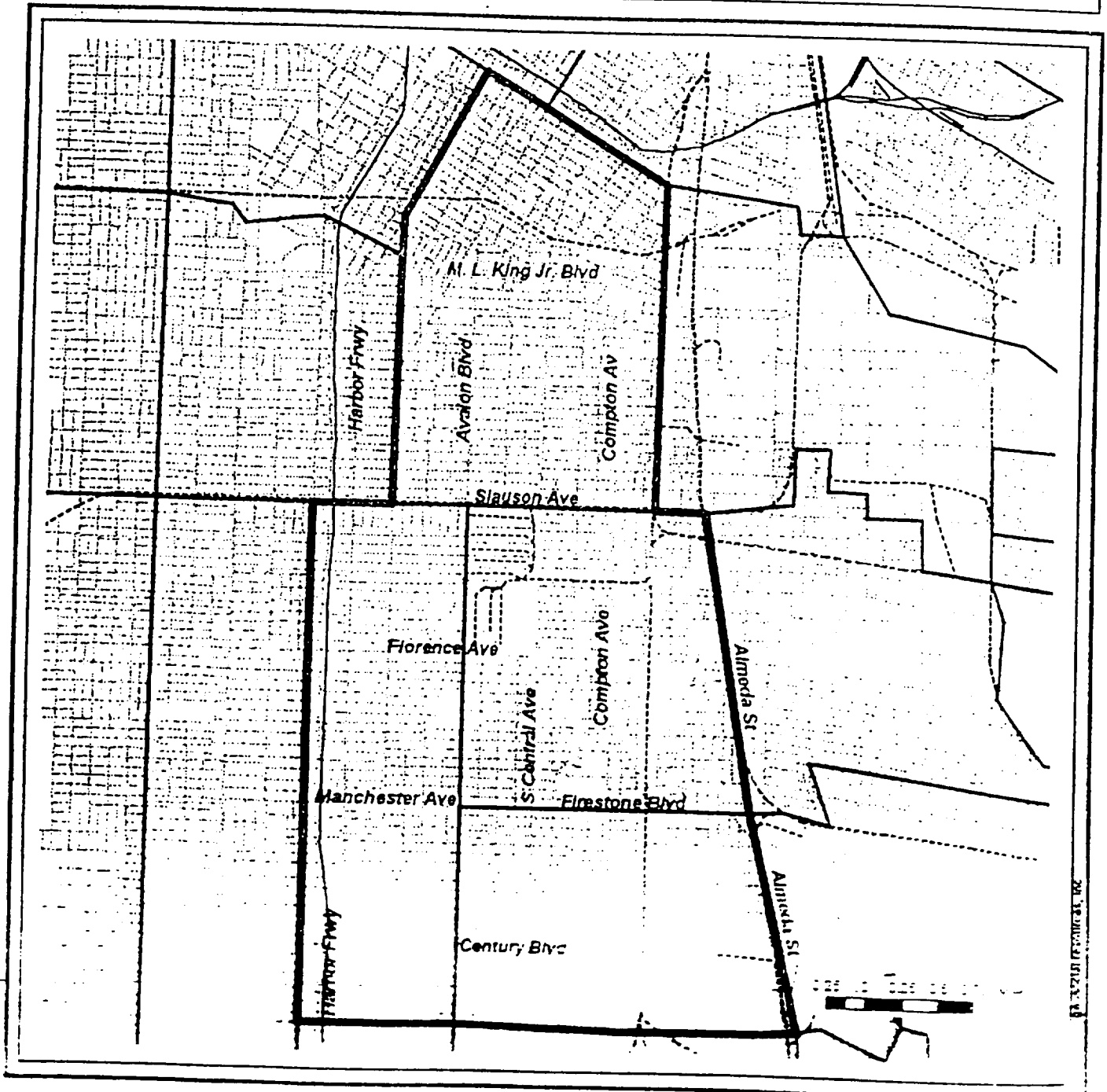
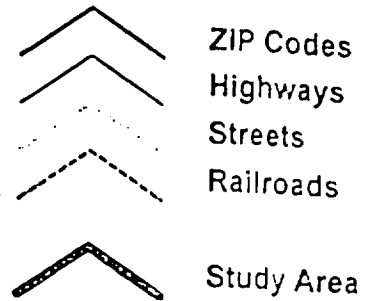
# Appendix E

## EXHIBIT 2

## Southeast Community Los Angeles Study Area



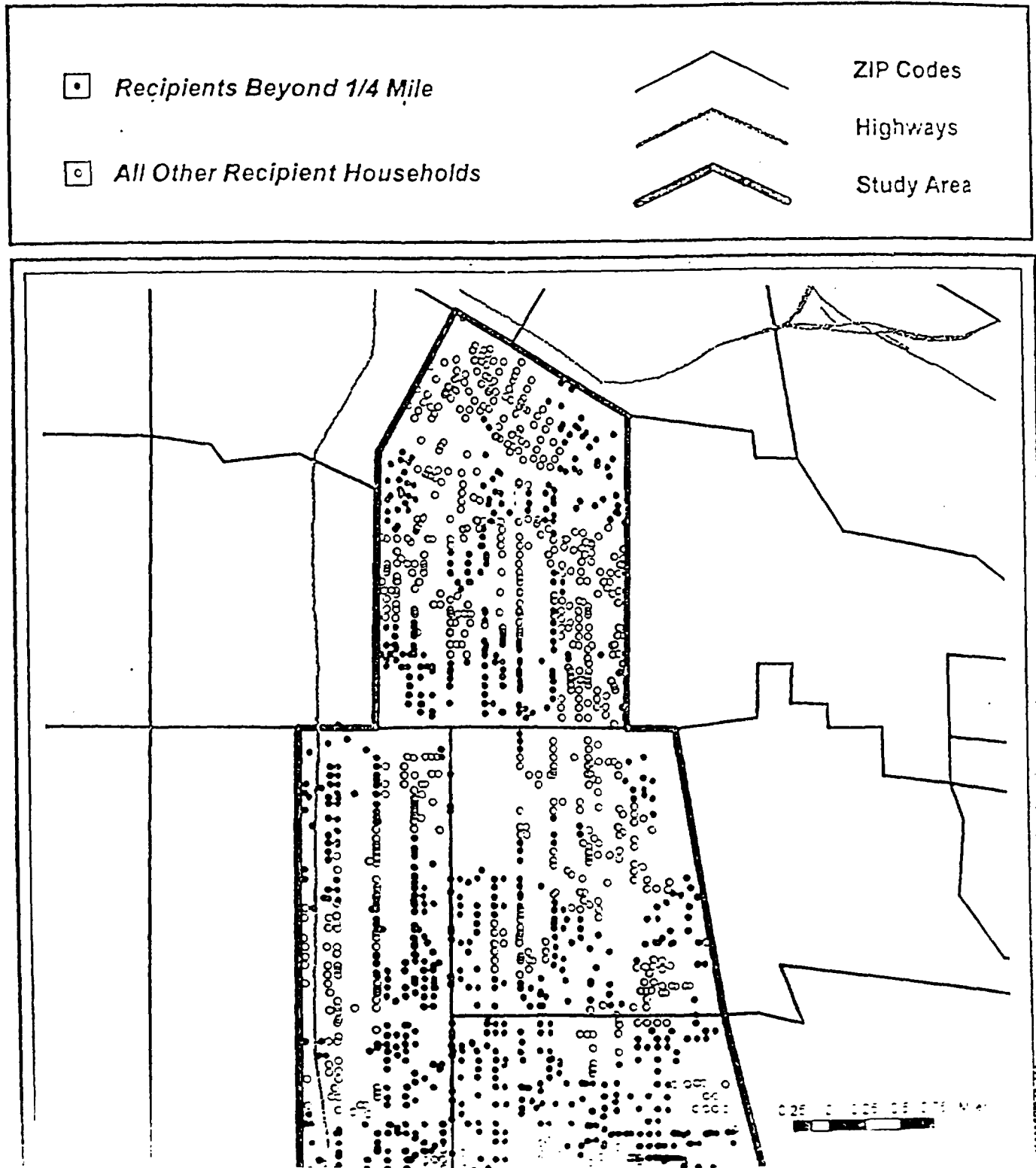
The location of the Southeast Community component of the Los Angeles Study Area is shown in this ZIP Code map.



# Appendix E

## EXHIBIT 3

## Southeast Community Los Angeles Study Area



## Appendix E

### EXHIBIT 4

#### Absence of Supermarkets In the Inner Cities: The Evidence in Brief

<u>City</u>		<u>Synopsis of the Evidence</u>
Austin, TX	✓	After three small supermarkets closed in 1994, East Austin's 24,000 low-income residents were left with 38 convenience stores as their primary food shopping options.
Baltimore, MD	✓	Since the 1970s, the center city has lost a disproportionate number of supermarkets compared to the suburbs.
Binghamton, NY	✓	This city's only downtown supermarket was scheduled to close in mid-1995.
Boston, MA	✓	Large supermarket chains have been leaving the city since 1970.
Chicago, IL	✓	Beginning in 1970, this city lost about half of its supermarkets.
Cleveland, OH	✓	No major retailer invested in Cleveland between 1972 and 1987.
Des Moines, IA	✓	There are no full-service grocery stores in the inner city.
Detroit, MI	✓	An area of the inner city devastated by the 1967 riots was without a full-line supermarket until 1982.
District of Columbia	✓	One supermarket chain is expanding in the suburbs, but it has not opened a store in the District since 1979.
Ft. Lauderdale, FL	✓	This city's lowest income neighborhood is without a food chain store.
Hartford, CT	✓	In 1994, this city had two supermarket chains compared to 13 in 1968.
Hollywood, FL	✓	This low-income community lost its only supermarket in 1992.
Miami, FL	✓	The Liberty City community of 32,000 residents is served by only one large supermarket.
Newark, NJ	✓	Residents of this city's Central Ward were without a major supermarket for over 25 years.
New York, NY	✓	Low-income neighborhoods in Brooklyn, the Bronx and Manhattan have disproportionately fewer supermarkets than middle-to-high income areas.
Oakland, CA	✓	Low-income communities of Rockridge and Fruitvale are severely supermarket deficient.
Pittsburgh, PA	✓	Residents of this city have been underserved by supermarkets since the 1980s.
San Francisco, CA	✓	Due to the lack of supermarkets, low-income residents of Bayview/Hunters Point and the Tenderloin communities have critical unmet food needs.
West Palm Beach, FL	✓	This city's poorest neighborhood has only one supermarket.

## Appendix E

### EXHIBIT 5

#### Gradual Return of Supermarkets to the Inner Cities: Selected Examples

		<b>Description</b>
Boston, Massachusetts	✓	A Stop & Shop store, to be built in an abandoned Sears, Roebuck warehouse, will be the first supermarket chain to open in downtown Boston in at least 20 years.
	✓	Purity Supreme is planning a large superstore in the underserved Jamaica Plains section of Boston.
	✓	Wollaston's Market serves more than 5,700 households in Boston's South End neighborhood. In November 1994, the independent operator became the second independent supermarket to seize on the opportunities left behind by the closing of A&P's last market in the Boston area.
New York City, New York	✓	In the 1990s, Pathmark has either opened or is in the process of developing six stores in metropolitan New York and New Jersey, including two stores in Newark that opened in 1990; one that opened in Mt. Vernon in 1993; and a store in the Bronx to be built. The company is also considering other sites including Queens, another in the Bronx and another in Bedford-Stuyvesant. The chain's most recent addition is anticipated to be the \$12 million, 53,000 square-foot store in East Harlem, scheduled to open in the Fall of 1996.
	✓	New York City's fast growing ethnic marketplace was the driving force behind the establishment of Bravo, a chain of primarily minority, independent owners. The first 16 Bravo markets opened in 1991 and within two years, an additional 32 outlets had been established in the metropolitan area, including 17 in the Bronx, 13 in Manhattan, 12 in Brooklyn and 5 in Queens. Bravo was developed with the assistance of Krasdale, a wholesaler. The company states that African American and Hispanic communities are largely underserved by main stream retailers.
	✓	In May 1990, a 60,000 square-foot outlet of the Waldbaum supermarket chain opened in one of the most severely underserved areas of the Bronx. The supermarket anchors the Concourse Plaza Shopping Center, a \$150 million project. According to materials reviewed, the store had over \$250,000 in sales to 10,000 customers in its first day of operation.

Sources of Information: Boston & New York City

## Appendix E

### EXHIBIT 6

#### Gradual Return of Supermarkets to the Inner Cities: The Evidence in Brief

<u>City</u>		<u>Synopsis of the Evidence</u>
Alexandria, LA	✓	A Save-A-Lot grocery store opened in downtown Alexandria in 1993.
Atlanta, GA	✓	The Kroger chain has opened three new inner-city stores.
Austin, TX	✓	Fiesta Mart has plans to expand into this city.
Baltimore, MD	✓	The nation's largest minority-owned food retailer has opened stores.
Charlotte, NC	✓	Until 1995, residents of University Park had been without the services of a full-service supermarket since 1970.
Chicago, IL	✓	Dominick and Delray Farms are leading the return of supermarkets into Chicago.
Cleveland, OH	✓	Finast's developed nine supermarkets in inner-city neighborhoods, as a result of its "Urban Initiative."
Dallas, TX	✓	Finast Mart is rapidly expanding into the inner city.
District of Columbia	✓	Safeway is scheduled to open the Good Hope Marketplace in the Anacostia neighborhood in Fall 1996.
Detroit, MI	✓	One of the largest stores in the A & P chain was scheduled to open in July 1995.
Flint, MI	✓	In 1994, Kessel Food Markets opened a 72,400-square-foot store on the city's North side.
Hartford, CT	✓	A new supermarket opened on Hartford's West Side in 1994.
Houston, TX	✓	Fiesta Mart and Pantry Foods both plan to open stores in this city.
Los Angeles, CA	✓	Smart & Final, Vons Companies and Lucky Stores have initiated large scale expansion programs in the city.
Louisville, KY	✓	Kroger will be expanding into Louisville during the 90s.
Mt. Vernon, NY	✓	Pathmark, a supermarket in the inner city, opened in 1993.
Newark, NJ	✓	The Pathmark, which opened in 1990, was the first supermarket in this city's Central Ward in over two decades.
San Antonio, TX	✓	Kroger plans to enter into this city's market.
San Diego, CA	✓	A large segment of this city's and county's Hispanic population will be served by a supermarket-anchored shopping center scheduled to begin operations in late 1996.

## Appendix F

### Examples of Supermarket and CDC Joint Ventures

<b>Community Action Agency, Bethlehem, PA.</b>	This CDC's interest in supermarket development was inspired by the Newark-based New Community Corporation, a supermarket joint venture. Meetings have been held with a store representative and surveys of urban residents and price differentials have been conducted. Only five (5) of 51 supermarkets are in urban areas.
<b>Greater Roseland Community Development Corporation (GRCDC), Chicago, IL</b>	For over a year, GRCDC has been negotiating the acquisition of 18.5 acres of privately held property to develop a shopping center with a major grocery store as an anchor tenant. The shopping center complex will be located on the far south side of Chicago in a low-to-moderate income community that is grossly underserved.
<b>P.O.W.E.R. Community Development Corporation, Wichita, KS</b>	In response to the need to encourage economic revitalization and job creation, P.O.W.E.R. CDC is seeking to establish a full-service supermarket and develop retail centers. Service delivery area is predominantly African American; 42 percent of households have incomes of less than \$10,000 and one-third of households are headed by females.
<b>Omaha Economic Development Corporation, Omaha, NE</b>	Preliminary planning is in progress to develop an 80,000-square-foot supermarket and a 30,000-square-foot retail center in a racially mixed area.
<b>Lee County Employment and Economic Development Corporation, Ft. Myers, FL</b>	Design work is underway to develop a five-acre neighborhood shopping center expected to serve a community of 35,000 low-to-moderate income African Americans.
<b>Southeast Raleigh Community Development Corporation, Raleigh, NC</b>	This CDC is interested in supermarket retail development in a predominantly African American community with significant numbers of unemployed youth, elderly residents and single, female heads of household.
<b>Sacramento Housing and Redevelopment Agency, Sacramento, CA</b>	This CDC has proposed a supermarket as part of a property revenue-producing retail development effort for a multi-ethnic, low-income area.
<b>Citizen's Committed to Community, Portland, OR</b>	A feasibility study has been completed by this CDC which expressed "great interest" in retail development for a service area of approximately 3,005 low-to-moderate income households.
<b>Southeast Chicago Development Corporation, Chicago, IL</b>	A planned 90,000-square-foot shopping center is expected to be the centerpiece of this CDC's business revitalization activities. Supermarket retail development is of particular interest to the agency's racially mixed, low-to-moderate income service delivery area and the neighborhood business district it manages.



**Appendix G**  
**PROFILE FIELD EXPERIENCES WITH TECHNICAL ASSISTANCE (TA)**

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
The 23-cities program funded by USDA	<ul style="list-style-type: none"><li>To promote the development of community gardens in low-income areas (in 23 cities)</li></ul>	<ul style="list-style-type: none"><li>Horticultural agents worked with low-income communities in planning and developing community gardens</li></ul>	✓		<ul style="list-style-type: none"><li>Low-income residents provided with effective alternatives to supermarkets as a source of fresh foods</li></ul>
Food Bank System	<ul style="list-style-type: none"><li>Provide food resources to low-income people</li></ul>	<ul style="list-style-type: none"><li>Operates on a distribution network</li></ul>			
Establish farmers' market	<ul style="list-style-type: none"><li>Disseminate knowledge that empowers people to change their communities</li></ul>	<ul style="list-style-type: none"><li>Works with people to understand what they need</li><li>Teaches the process so they can provide for themselves</li></ul>			
Hands-on TA provided by Isles, Inc.	<ul style="list-style-type: none"><li>Provide assistance to residents on community gardening development</li></ul>	<ul style="list-style-type: none"><li>Trains residents on how to create a community garden</li></ul>	✓		<ul style="list-style-type: none"><li>More residents are able to develop their own community gardens</li></ul>
Private consulting	<ul style="list-style-type: none"><li>Establish a farmers' market</li></ul>	<ul style="list-style-type: none"><li>Evaluate potential</li><li>Find good/affordable locations</li></ul>	✓		

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Basic information on how to start a community garden, etc.	<ul style="list-style-type: none"> <li>Get project running and make it self-supporting</li> <li>Empower participants in the community</li> </ul>	<ul style="list-style-type: none"> <li>Research past projects</li> <li>Prepare a proposal</li> </ul>	✓		<ul style="list-style-type: none"> <li>Avoid reinventing the wheel</li> </ul>
Dissemination of information about supermarkets (provided by the Food Marketing Institute)	<ul style="list-style-type: none"> <li>Assist supermarkets to develop and expand</li> <li>Assist supermarkets in operations and management</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate materials and information on supermarket/ grocery retail industry</li> </ul>	✓		<ul style="list-style-type: none"> <li>Serves as an information resource to the member stores</li> </ul>
Grant funding for store start-up (provided by The Retail Initiative)	<ul style="list-style-type: none"> <li>Ensure that supermarket entities can be developed</li> </ul>	<ul style="list-style-type: none"> <li>Partnering with community organizations and retail operators</li> </ul>	✓		<ul style="list-style-type: none"> <li>Assists in forming key public-private partnerships</li> </ul>
Meeting with grocery associations	<ul style="list-style-type: none"> <li>Get markets to recognize their need to belong to the communities</li> </ul>	<ul style="list-style-type: none"> <li>Code of conduct posted throughout the store and community</li> </ul>	✓		<ul style="list-style-type: none"> <li>Places a clear responsibility on the business</li> </ul>
Resource development	<ul style="list-style-type: none"> <li>Provide money and people to develop and implement program</li> </ul>	<ul style="list-style-type: none"> <li>Proposal writing</li> <li>Participation in farmers' market groups</li> </ul>	✓		<ul style="list-style-type: none"> <li>Provides a very needed input to the process</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Education	<ul style="list-style-type: none"> <li>◦ Provide information</li> </ul>	<ul style="list-style-type: none"> <li>◦ Present workshops on nutrition and other food aspects</li> </ul>	✓		
Total management services	<ul style="list-style-type: none"> <li>◦ Explain how to operate a store</li> <li>◦ Produce quality food</li> <li>◦ Provide Financial assistance</li> <li>◦ Explain how to market, which foods to carry</li> </ul>	<ul style="list-style-type: none"> <li>◦ How to market what kind of goods to carry</li> <li>◦ How to operate a store</li> </ul>	✓		
General TA	<ul style="list-style-type: none"> <li>◦ University tests affects of home delivery; greenhouse effects</li> </ul>		✓		<ul style="list-style-type: none"> <li>◦ Have very good equipment and staff that has been helpful</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>◦ Build strong economy</li> </ul>	<ul style="list-style-type: none"> <li>◦ No response</li> </ul>			
Obtain demographic information on a particular community	<ul style="list-style-type: none"> <li>◦ For supermarket chain to gain a better perspective for developing in certain areas</li> </ul>	<ul style="list-style-type: none"> <li>◦ Gather information to complete a form so that a supermarket chain can understand it</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Provided better insight for site development</li> </ul>
Create a relationship between the CDC and the supermarket chain	<ul style="list-style-type: none"> <li>◦ Communicate effectively</li> </ul>		✓		<ul style="list-style-type: none"> <li>◦ Better level of understanding between needs and wants</li> </ul>
Identify development firms with expertise (CDCs)	<ul style="list-style-type: none"> <li>◦ Provide supermarket chains with expertise/knowledge in the development/ negotiation process of deals</li> </ul>	<ul style="list-style-type: none"> <li>◦ Identify and provide supermarket chain with a CDC</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ The development can be completed in its entirety</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Cost-benefit analysis of business services	<ul style="list-style-type: none"> <li>◦ Evaluation of the demonstration program</li> </ul>	<ul style="list-style-type: none"> <li>◦ Research program based on home interviews</li> </ul>	✓		
Provide 5-year plan to guide operation	<ul style="list-style-type: none"> <li>◦ Provide a plan</li> </ul>	<ul style="list-style-type: none"> <li>◦ Create inventory of all transportation services in area</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Created a solid decision making structure for local politicians</li> </ul>
Research		<ul style="list-style-type: none"> <li>◦ Gather data using survey research</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Provided a higher level of in-depth information than was previously available</li> </ul>
Offer suggestions to gain access to food	<ul style="list-style-type: none"> <li>◦ Increase awareness of economic development issues</li> <li>◦ Work on transportation</li> </ul>	<ul style="list-style-type: none"> <li>◦ Work with agencies</li> </ul>			
<ul style="list-style-type: none"> <li>• Provide funding research</li> <li>• Obtain financing</li> <li>• Provide proposal writing assistance</li> </ul>	<ul style="list-style-type: none"> <li>◦ Get funding</li> <li>◦ Get required research</li> </ul>	<ul style="list-style-type: none"> <li>◦ Research</li> <li>◦ Writing the proposal</li> </ul>	✓		
Provide all levels of education	<ul style="list-style-type: none"> <li>◦ Provide needed education and experience</li> </ul>	<ul style="list-style-type: none"> <li>◦ Provide board education; what are the different aspects of the business</li> </ul>	✓		
Convene and coordinate meetings	<ul style="list-style-type: none"> <li>◦ Organize people</li> </ul>	<ul style="list-style-type: none"> <li>◦ Call general meetings</li> <li>◦ Organize focus groups</li> <li>◦ Conduct strategic planning</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Brought people together who had never discussed the issue</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Gardening classes	<ul style="list-style-type: none"> <li>Disseminate knowledge that gives power to change the community</li> </ul>	<ul style="list-style-type: none"> <li>Work with people to understand what they need</li> <li>Teach the process so they can do it themselves</li> </ul>	✓		<ul style="list-style-type: none"> <li>More food was grown</li> <li>Gained nutrition education</li> <li>Learned how to negotiate with city to get what is needed</li> </ul>
Business training	<ul style="list-style-type: none"> <li>Disseminate knowledge that empowers people to change the community</li> </ul>	<ul style="list-style-type: none"> <li>Work with people to understand what they need</li> <li>Teach the process so they can do it themselves</li> </ul>			
Nutrition education	<ul style="list-style-type: none"> <li>Disseminate knowledge that empowers people to change the community</li> </ul>	<ul style="list-style-type: none"> <li>Work with people to understand what they need</li> <li>Teach the process so they can do it themselves</li> </ul>			
Social service agencies	<ul style="list-style-type: none"> <li>Establish advocacy groups for healthy eating</li> </ul>				
Electronic debit card	<ul style="list-style-type: none"> <li>Food stamp allocation to replace food stamps</li> </ul>		✓		<ul style="list-style-type: none"> <li>Budget</li> </ul>
Leadership development program directed by NC A&T University	<ul style="list-style-type: none"> <li>Prepare community residents to assume leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>Provide leadership and skills development training activities for minorities</li> </ul>	✓		<ul style="list-style-type: none"> <li>Program created a pool of leaders in community</li> <li>Empowered them to take a task from start to finish</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Developing a strategic plan	<ul style="list-style-type: none"> <li>Establish consensus among residents on needs/problems to address</li> </ul>	<ul style="list-style-type: none"> <li>Identify common goals</li> <li>Instill grass roots orientation</li> <li>Involve local residents</li> <li>Hold well-publicized meetings</li> </ul>	✓		<ul style="list-style-type: none"> <li>Caused residents to realize common interests</li> <li>Forced prioritization</li> </ul>
Create contacts with organizations that have expertise	<ul style="list-style-type: none"> <li>Get people to the right people</li> </ul>	<ul style="list-style-type: none"> <li>Keep resources up to date</li> </ul>	✓		
Identify rural areas with low food store accessibility	<ul style="list-style-type: none"> <li>Identify reasons for lack of supermarkets</li> </ul>	<ul style="list-style-type: none"> <li>Gather data on food retailers and information about population, income levels, use of couponing, etc.</li> </ul>	✓		<ul style="list-style-type: none"> <li>Helped to identify areas; there will be some type of intervention that hasn't</li> </ul>
Flyers on food cooperatives and how to start them Provide a video for sale	<ul style="list-style-type: none"> <li>Establish coops</li> </ul>	<ul style="list-style-type: none"> <li>Provide general information, advice, and how-to videos</li> <li>Provide information on sources of hands-on technical assistance</li> </ul>	✓		<ul style="list-style-type: none"> <li>Provided a lot of direction</li> </ul>
Help with community surveys	<ul style="list-style-type: none"> <li>Discover which issues are most important</li> </ul>	<ul style="list-style-type: none"> <li>Conduct door-to-door surveys using students</li> <li>Sponsor community meetings</li> </ul>	✓		<ul style="list-style-type: none"> <li>Raise awareness of resident issues</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Develop strategic plans for the community	<ul style="list-style-type: none"> <li>◦ Determine how churches can better serve communities</li> <li>◦ Build a bridge between churches and communities</li> </ul>	<ul style="list-style-type: none"> <li>◦ Organize a nonprofit entity; have them indicate an incremental plan</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ See how the residents would like to see the church's rates</li> </ul>
Local initiative support cooperation	<ul style="list-style-type: none"> <li>◦ Provided funding</li> <li>◦ Hired consultants</li> </ul>		✓		<ul style="list-style-type: none"> <li>◦ Get tasks done in a timely fashion</li> </ul>
Strategy development program	<ul style="list-style-type: none"> <li>◦ To identify food access as a problem</li> </ul>	<ul style="list-style-type: none"> <li>◦ Needs identification</li> </ul>	✓		
Set up business structure	<ul style="list-style-type: none"> <li>◦ Position themselves to apply for funds</li> </ul>	<ul style="list-style-type: none"> <li>◦ Obtain lawyer and tax forms</li> <li>◦ Develop board policy and mission statements</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Provided expert help in accessing monies</li> </ul>
Food purchasing procedures	<ul style="list-style-type: none"> <li>◦ Help people learn how to buy good food at reasonable prices</li> </ul>	<ul style="list-style-type: none"> <li>◦ Conduct interviews and surveys</li> <li>◦ Complete food purchase orders</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Directly ask people what they want and how much they want to pay</li> </ul>
Train community women to teach others how to use fresh food	<ul style="list-style-type: none"> <li>◦ Encourage residents to buy more fresh foods</li> </ul>	<ul style="list-style-type: none"> <li>◦ Work with residents to develop recipes</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Like learning to cook different things</li> </ul>
Market research studies	<ul style="list-style-type: none"> <li>◦ Assess market feasibility for new supermarket</li> </ul>	<ul style="list-style-type: none"> <li>◦ Conducted surveys</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ Documented the need and profitability potential for supermarkets</li> </ul>
Sharing experiences	<ul style="list-style-type: none"> <li>◦ Make residents aware of happenings outside their community</li> </ul>	<ul style="list-style-type: none"> <li>◦ Guided discussions</li> </ul>	✓		<ul style="list-style-type: none"> <li>◦ People had a better feel for what's going on</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Real estate requirements	<ul style="list-style-type: none"> <li>eliminate deals which did not meet requirements</li> </ul>	<ul style="list-style-type: none"> <li>Determine land site zoning requirements</li> </ul>	✓		
Write grant for SBA	<ul style="list-style-type: none"> <li>Give support to start-up businesses</li> </ul>	<ul style="list-style-type: none"> <li>Conducted seminars</li> </ul>	✓		<ul style="list-style-type: none"> <li>Some people are not businessmen; they learn to budget</li> </ul>
Advisory groups of food chain representatives, local grant officials, and community leaders	<ul style="list-style-type: none"> <li>Stimulate interest in store development</li> <li>Maintain strong community presence</li> <li>Address a variety of food access issues</li> </ul>	<ul style="list-style-type: none"> <li>Informal technical assistance consisting of business round tables and economic development task forces</li> </ul>	✓		<ul style="list-style-type: none"> <li>Shows aggressiveness of local community which benefits the government and residents</li> </ul>
Business development consulting	<ul style="list-style-type: none"> <li>Give individual residents/ organizations models to review</li> </ul>	<ul style="list-style-type: none"> <li>Conducted store site visits</li> <li>Take pictures of store interior</li> </ul>	✓		<ul style="list-style-type: none"> <li>Get a better idea of space requirements</li> </ul>
Arrange meetings with community leaders	<ul style="list-style-type: none"> <li>Expand number of options available for securing financing</li> </ul>	<ul style="list-style-type: none"> <li>Conduct research on land parcels</li> <li>Conduct title searches</li> <li>Conduct interviews</li> </ul>	✓		
WIC nutritionist	<ul style="list-style-type: none"> <li>Teach clients about healthy eating</li> </ul>	<ul style="list-style-type: none"> <li>How to purchase what, how much</li> <li>Small group activities</li> <li>One-on-one shopping</li> </ul>			



TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
Coop Extension Program	<ul style="list-style-type: none"> <li>Establish individual farmers coop growing methods</li> <li>Purchase new seeds</li> </ul>	<ul style="list-style-type: none"> <li>Send out information</li> <li>Describe Coop diseases</li> <li>Conduct experimental/research project</li> <li>Provide direct TA</li> <li>Present training sessions (urban partners)</li> <li>Explain use of chemicals</li> <li>One-on-one sessions</li> </ul>			
Assistance for starting a business	<ul style="list-style-type: none"> <li>Show how to begin the business</li> </ul>	<ul style="list-style-type: none"> <li>Develop retail strategies and provide opportunities for financing</li> </ul>	✓		<ul style="list-style-type: none"> <li>Provided the right information</li> </ul>
Policy development	<ul style="list-style-type: none"> <li>At local level</li> </ul>				
Assist in structuring a visible concept and program	<ul style="list-style-type: none"> <li>Explain what crops are grown, consumed</li> <li>Explain the feasibility of the project</li> </ul>	<ul style="list-style-type: none"> <li>Ask city for a plot of land; have local high schools adopt the garden and operate</li> </ul>			
Specialized study by Food Marketing Institute (FMI)	<ul style="list-style-type: none"> <li>Conducted study of CDCs working with supermarkets</li> </ul>	<ul style="list-style-type: none"> <li>Conduct case studies</li> </ul>	✓		<ul style="list-style-type: none"> <li>However, study should have been confirmed with technical assistance</li> </ul>
USDA Nutrition Programs	<ul style="list-style-type: none"> <li>Educate adults and children on importance of healthy and nutritious diets</li> </ul>	<ul style="list-style-type: none"> <li>Work primarily with schools and health departments</li> </ul>	✓		<ul style="list-style-type: none"> <li>Effective in working with schools and health departments</li> <li>Program needs to work more with churches, community centers and CEOs</li> </ul>

TA Description	Aims/Objectives	Activities/Task	Usefulness		Why Useful Comments
			Yes	No	
HUD's College of Experts Programs	<ul style="list-style-type: none"> <li>Provide technical assistance to communities to address community and economic development needs</li> </ul>	<ul style="list-style-type: none"> <li>Pool of experts available to assist communities craft ways to meet community and economic development challenges</li> </ul>	✓		<ul style="list-style-type: none"> <li>Provides a resource of experts to communities</li> </ul>
Information referral resource					<ul style="list-style-type: none"> <li>great and willing TA</li> </ul>